

# PHILIP MORRIS U.S.A.

INTER-OFFICE CORRESPONDENCE

## LEAF BLENDING GROUP

RICHMOND, VIRGINIA

To: . Mr. W. K. Riggan

Date: February 3, 1993

From: . C. W. Arterbery

Subject: . PROJECTS - 1993

1. Reformulate all cigarette blends to incorporate reduced humectants in recon, unwashed burley stems and reduced alcohol in Burley top casing.  
**Time Frame: January**
2. Direct the development of on-line computer for calculating blend costs.  
**Time Frame: February and March**
3. Complete design of competitive analysis model.  
**Time Frame: April, May**
4. Develop system to generate minimum and maximum tobacco usages of all off-shore tobaccos.  
**Time Frame: February, March**
5. Update Five Year Plan  
**Time Frame: Ongoing**
6. Training Items:
  - How to calculate cost/1000 cigarettes.
  - How to calculate weight adjustments for circumference and volume changes.
  - How to calculate silo adjustments.
  - How to calculate weight adjustments for moisture increases/decreases in blends and blend component.
  - How to develop a blend lay down.
  - How to calculate Inventory and Usage.
  - Excel Training.**Time Frame: Ongoing**

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